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ABSTRACT

In 1980, Maui Community College (MCC) established the Lana'i Education Center (LEC) on the island of Lana'i to provide courses and services to island residents. Related to MCC's college-wide planning document, this Academic Development Plan outlines the planning strategies, long-range goals, and priorities specific to MCC's Lana'i efforts for 1993-1998. Introductory sections describe the history of the LEC and MCC's mission with respect to the island. Next, nine long-range goals from the college-wide plan are related to specific activities on Lana'i, including the search for a permanent LEC site. Then, after a discussion of the external and internal planning context and highlights from recent program and needs assessments, the following 13 priorities for MCC's Lana'i efforts are presented: (1) improve the quality of instructional programs and academic support services; (2) develop and implement a plan for the maintenance, renovation, and construction of facilities; (3) develop new instructional programs in response to community needs; (4) expand academic and support services using new technologies; (5) improve programs and instruction in basic academic skills as foundations for student success; (6) coordinate student support services to improve academic success and retention; (7) develop appropriate international dimensions to curricula; (8) maintain effective articulation with other colleges and the University of Hawaii; (9) establish partnerships with business and government for the economic development of Maui county; (10) implement renewal and professional development activities for faculty and staff; (11) improve administrative management; (12) improve fiscal stability; and (12) establish outreach centers for Hana, Moloka'i, and Lana'i. (KP)

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An Academic Development Plan for Post-Secondary Education on the Multi-Ethnic Island of Lana'i

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LANA'I EDUCATION CENTER
MAUI COMMUNITY COLLEGE
ACADEMIC DEVELOPMENT PLAN

1993 - 1998

I. INTRODUCTION AND HISTORY

The mission of Maui Community College is to provide education to its entire County including the two islands of Moloka'i and Lana'i and the outlying communities of Hana, Lahaina, and Kihei on the island of Maui. To fulfill its mission on Lana'i and after numerous requests for higher education from the community, the College began offering credit courses on Lana'i in 1980. The MCC Lana'i Education Center began and continues in a leased facility. The College's first cable courses were broadcast to Lana'i in Fall 1988 and the initial interactive SkyBridge courses were offered in Fall 1989.

Since 1980, the Lana'i program has expanded considerably. The College presently offers approximately 40 MCC classes per year and facilitates at least 6 Maui Outreach (UH-MO) Program classes per year for the University of Hawaii at Manoa. About 100 students are served by credit classes each semester. The curricula lead to certificates and degrees in 4 areas that are taught by a blend of Maui-based and Lana'i instructors and lecturers. The Lana'i program uses six sites: Lana'i High and Elementary school, County and hotel tennis courts, community golf course, Lana'i Art Program Facility, MCC Lana'i Education Center, and Lana'i Senior Center when space is required. Most classes are scheduled at night, due to the working schedule of most students. UH-MO classes are broadcast over SkyBridge and HITS.

This Academic Development Plan will guide program priorities and facilities development to improve higher education services for the island community of Lana'i.

II. MISSION, PHILOSOPHY, AND PLANNING STRATEGIES

The Lana'i ADP stems from and is congruent with the College-wide ADP, which was approved by the Board of Regents in 1988. The goals for Lana'i reaffirm the goals established by the State Higher Educational Plan, the State Postsecondary Educational Commission, and the State Board for Vocational Education. (See the MCC-ADP for further details.)

The MCC mission for the island of Lana'i reiterates the overall College commitment:

> "...to provide for its community the best possible postsecondary education in order to promote and preserve democratic ideas and the growth of individuals as citizens and as participants in their civilization and culture. It is a basic assumption that all citizens should have vocational and general education available to them at whatever level they desire and are able to attain."

Within these parameters, the College will continually seek to respond to the post-secondary educational and cultural needs on Lana'i. MCC Lana'i will provide quality academic, college-transfer, occupational, and developmental courses and programs; an appropriate level of academic and institutional support; student support services; and an eventual community services program. The College has solicited and integrated community involvement into its program planning. Additionally, this plan will address those institutional strategies identified in the college-wide ADP and incorporate the overall goals and directions of the University of Hawaii Community College System.

III. LONG-RANGE GOALS

The long-range goals described in the MCC-ADP are specifically translated into the Lana'i components below:

GOAL #1 - VIGOROUSLY PURSUE A COMMITMENT TO PROVIDING QUALITY EDUCATION FOR ALL MCC STUDENTS

The College is currently seeking a permanent site for the MCC Lana'i Education Center. Quality curricular programs and services for the residents of Lana'i are currently limited by the lack of a comprehensive, permanent facility on the island. A new and expanded facility would permit a planful approach to providing general and occupational curricula by adding classrooms, labs, and telecommunication capabilities, as well as support services such as library resources, a computer lab, a learning lab, placement testing, a bookstore, child care services, a cultural center, and related administrative services.

GOAL #2 - MAXIMIZE MAUI COUNTY COMMUNITY ACCESS TO ALL COLLEGE PROGRAMS AND SERVICES

Maximizing community and student access is a critical goal for MCC, as the College is the only post-secondary educational institution situated on Lana'i. The Lana'i community is interested in higher education leading to Certificates of Completion, Certificates of Achievement, two-year Associate Degrees, as well as offering telecommunicated courses leading to upper division and graduate degrees. Library, computer, and various student services are also anticipated to be continually strengthened through an improving telecommunications infrastructure.

GOAL #3 - PROMOTE AND IMPLEMENT CURRICULAR COMPREHENSIVENESS

A goal of the College is the development and implementation of a comprehensive curriculum for the residents of Lana'i. Its comprehensiveness is currently limited by available instructional resources and space. The present rented and coverted office building cannot adequately support vocational, technical, science and other equipment-dependent classes. As critical masses of student and community postsecondary interests are identified, MCC Lana'i will seek additional resources to address these needs.

GOAL #4 - ESTABLISH PARTNERSHIPS WITH BUSINESSES, GOVERNMENT, AND PUBLIC SCHOOLS TO IDENTIFY AND ADDRESS COMMON GOALS

MCC Lana'i, not unlike the College as a whole, will develop partnerships with both private and public sectors on the island, within the County, and within the State who have education and training interests on the island. As Lana'i business and tourism enterprises continue to grow, the College will work with community businesses and hotel leaders to provide appropriate education and training.

GOAL #5 - ARTICULATE DEGREE, PROGRAM, AND COURSE GOALS AND OBJECTIVES WITH PUBLIC AND PRIVATE HIGH SCHOOLS AND UNITS OF THE UNIVERSITY OF HAWAII

Lana'i has a combined elementary-intermediate-high school with an average yearly graduating high school class of 50 students. There are no private schools on the island. Articulation with the Department of Education will be a goal over the next two years. Specifically, the College will continue to work with the Lana'i Elementary, Intermediate, and High School principal and staff to ensure that Lana'i is included in the county-wide MCC-DOE discussions and articulation agreements.

GOAL #6 - INTERNATIONALIZE THE CURRICULUM WITH AN EMPHASIS ON THE PACIFIC BASIN AND ASIA

This goal is relevant for offerings on Lana'i as well as the campus. As the State, County, and island economies become more internationally-based, an integral part of resident education will include instruction in foreign languages and knowledge and competencies related to the global economic, political, cultural, and linguistic environment. Island access through telecommunications to library and other information assets will be a continuing focus.

GOAL #7 - ACQUIRE AND APPLY APPROPRIATE TECHNOLOGY TO ASSIST INSTRUCTION AND ADMINISTRATION

MCC will continue to expand linkages to media, library, and information services between Lana'i and the campus Library, the UH System's connection to the Colorado Alliance of Research Libraries, the statewide automated library system, and national and international on-line databases. The Campus Computer Plan will assure faculty and administrative staff on Lana'i direct access to software and electronic mail services available to staff at the Kahului site. The Lana'i Center will require additions to its telecommunication, computer, and television (SkyBridge and HITS) inventory to teach current and expanded curricula on Lana'i and to upgrade linkages with the campus.

GOAL #8 - ACTIVELY PURSUE EXTERNAL RESOURCES

The College will aggressively pursue external resources to support institutional improvements for the Lana'i Education Center and its development and activities. State general funds have been insufficient to establish science and technical lab equipment for Lana'i. Cooperation with local Lana'i-based agencies to apply for assistance from external resources will be emphasized.

GOAL #9 - SUPPORT FACULTY AND STAFF PROFESSIONAL DEVELOPMENT ACTIVITY

The overall College goal - to encourage staff participation in activities which promote acquisition of new knowledge, to keep abreast of new technologies, and to improve performance through new education and vitality - also applies to the instructional and support staff of Lana'i. This goal is especially relevant for Lana'i staff because of they are isolated from the campus and have fewer opportunities for professional interaction with colleagues in the State and on the mainland.

IV. PLANNING CONTEXT

The following planning factors specific to the island of Lana'i were considered when developing the Lana'i-ADP:

A. EXTERNAL FACTORS

1. Economic Factors

a. The unpredictable nature of the Lana'i economy creates formidable challenges. Lana'i has begun the major transition from a rural plantation-style community to a hospitality industry based island. The construction of the Koele and Manele Bay Hotels in 1990 and 1991 is part of a larger development plan that includes two golf courses, 350 acres of residential development, 40 acres of multi-family units and new commercial areas. It is estimated the population has grown to approximately 3,500, an increase of 53 percent since the last census. Currently, Lana'i Resort Partners has 610 employees and the company is looking at a maximum number of 750 during the next several years. Many new employees are from off-island and from the Mainland.

Major initiatives to restore and improve the commercial center will depend upon some indication of economic upturn. Some improvements are continuing to occur.

b. Dole Corporation on the island of Lana'i closed down completely in October of 1992. This closing displaced a number of older, mostly unskilled workers who have had difficulty finding a place in the hospitality industry.

c. To assist Lana'i residents in gaining employment through this transition, the State Department of Business and Economic Development, Dept. of Labor, ILWU, and Maui Community College through VITEC, provided a training program for the displaced Agricultural workers. This program provided 183 workers with skills to move into the new jobs, even if only on a part-time basis due to marginal hotel occupancy rates.

d. While tourism has increased on Lana'i, it has been affected by a statewide recessionary trend. Layoffs and reduced hours threaten an effective transition.

e. With the closing of the Dole pineapple plantation, agricultural acitivity has declined dramatically. Only a few workers remain in agricultural work, some working with experimental crops which have yet to demonstrate their economic feasibility and a modest acreage of pineapple to serve the tourist interest and local needs. The original proposal was to have the island become agriculturally self-sufficient. This has not yet materialized. Garden plots were proposed although few residents have participated.

2. Demographic and Geographic Factors

a. The estimated population on the island of Lana'i is 3,217 residents, according to the latest published figures at the beginning of 1992. About 1,471 Filipinos reside on the island, according to the 1990 Census.

The geographic distribution of the population is also important. Over 99 percent live in Lana'i City.

Because of the small population base of the island, the College will need to create alternative delivery modes for offering cost-effective educational services. Because residents cannot drive to another college, MCC will need to address methods for delivering a comprehensive curriculum of liberal arts and vocational courses and facilitate access to baccalaureate and master degree levels. Finally, because basically all residents live in Lana'i City, the College will need to provide educational services in close proximity to the town.

3. Science and Technology Factors

   a. Lana'i business applications of technology have moved at a slower pace. However, growing resident and student interest in computer training is reflected in full ICS 100 and OAT classes where additional enrollments are curtailed by limited equipment and facilities. The College is committed to providing computer and telecommunication technology to Lana'i residents, so that they might be prepared to keep pace with new developments as they occur.

4. Community Expectations

   a. Demands for higher education are increasing from Lana'i residents. The community, particularly since the discontinuation of pineapple, recognizes the College as a viable source for higher education and looks to MCC Lana'i in meeting those needs. The College's associate level courses and programs are considered appropriate for providing education and training for job opportunities. As better jobs requiring a Bachelor's degree become available, the community is expressing the need for opportunities to move beyond the associate degree level into Bachelor's degree programs. Most jobs requiring advanced degrees are being filled by newcomers, not residents.

   b. Up-to-date input from the community is necessary for continued support of the College and for orienting directions for improvement of the College's academic programs. The MCC Lana'i Community Advisory Committee serves in this valuable role. Additionally, formal needs assessments will continue to be employed.

B. INTERNAL FACTORS

The following factors internal to the College were also considered in developing the Academic Development Plan for Lana'i.

1. Staffing and Staff Resources

   a. As enrollments grow, the Lana'i Center will require additional support staff. The full-time Coordinator has had difficulty in addressing the variety and magnitude of requests in a timely manner. Additionally, there is presently no professional staff member available in the evenings and weekends to supervise operations of the program. Student help will continue to support such activities until enrollments expand. At this point, added student support staff will be requested.

   b. Resident Lana'i lecturers with the same minimum qualifications as

those required to teach on the Maui campus are appointed whenever they are available. The College plans to appoint a mix of both Maui-based and Lana'i-based instructors.

c. Staff development monies were made available for outreach personnel for the first time in 1990.

2. Curriculum

a. Courses and programs offered on Lana'i are those offered on campus, as defined by the College Catalog and approved by the campus curriculum committee and dean.

Unlike on campus, however, most courses are scheduled in the evenings to meet the needs of Lana'i clientele who are primarily working adults. Since most adults are able to attend only one or two nights a week, only 1-2 course requirements for any single program are scheduled per semester: At this part-time rate, students require a minimum of five years to complete an A.S. Degree.

b. Within the recent six years, the College cycled certificate and degree programs in Liberal Arts and Hotel Operations. The program cycle in Hotel Operations is now completed.

The College also schedules regular offerings in several non-degree programs: Basic Skills , Hawaiian Studies, Computers, Fire Science, Administration of Justice, Accounting, Art/Ceramics, and HPER.

c. MCC Lana'i facilitates the scheduling and logistics for the University of Hawaii Maui Outreach and HITS programs, which regularly enroll at least 2-4 students a semester.

d. Additional programs will be determined through a continuing process of identifying specific student and community interests in certificates and degrees. At a point when approximately 25 to 30 identified students express interest in a particular certificate or degree program, plans will be initiated to secure resources to begin a cycle. The cycle would only begin after an analysis of student commitment, community needs, and available resources to complete such a certificate or degree schedule.

3. Resource Allocation

a. MCC Lana'i is primarily general-funded. External funds, primarily from Alu Like, have supported basic skills training for Native Hawaiians. Other State funding such as from the Department of Labor has been utilized. Other State federal, State, County, and private sector resources.

4. Physical Facilities and Equipment

a. The current MCC Lana'i Center facility is only temporary and too small to accommodate more students and programs. It is, furthermore, only marginally accessible to handicapped individuals. To be in full compliance with fire codes, 10 fire and safety improvements are needed, some requiring Repair and Maintenance

funds which should not be expended on rented facilities. The facility is rented at a cost of $1.00/per year for ten years, through 1998. Five years are left of the lease and expectations are that the lease will not be renewed when the ten years are completed converting the facility to commercial use.

The building is additionally inadequate to house current programs. Courses are being taught at five different locations on Lana'i. In addition, students lack even a semblance of a "college community" without student meeting areas, library reference, resource, and study spaces; bookstore; or other assets found in more advanced outreach centers.

A permanent facility centrally located near the heart of Lana'i City will be critically needed as the student population increases. The College must continue to take steps to acquire land for such a purpose.

b. Predictably, equipment that is standard on the main campus is sometimes lacking in outreach centers. Particularly absent are appropriate equipment to offer science, vocational, and other lab classes. Funding will continue to be sought to correct sub-standard equipment and meet the challenges posed by new technology as well as to repair and maintain existing equipment.

Computers are being increasingly used in instruction and administration. MCC Lana'i is linked with the campus computer system so that registration procedures are now done on-line. However, budget constraints to support long-distance phone connections limit the use of this updated system.

V. ASSESSMENT

Maui Community College undertakes a variety of assessment activities to determine the relevance, effectiveness, and impact of its programs and services vis-a-vis the planning context of the College and the University of Hawaii Community College Chancellor's directions and priorities.

A. HIGHLIGHTS OF RECENT PROGRAM ASSESSMENTS

1. Latest Accreditation Report

   The most recent accreditation report was completed in the fall of 1988. These comments extracted from the Evaluation Report of the Accreditation Team relate to MCC Lana'i.

   a. "...the outstanding outreach ... programs which serve nearby islands illiustrate the effort to meet the distinctive needs of the college area.

   b. Maui Community College is a leader in use of telecommunications and microwave delivery systems, as well as unique methods of packaging and modularizing both credit and non-credit courses.

   c. Off-campus classrooms on Lana'i, Moloka'i, and Hana are not adequate and limit the College's ability to serve these areas of growing need."

2. Student Needs Assessments

   a. In AY 1992-93, a needs assessment survey was distributed to former and current students, and community residents. Two hundred and thirty-two Lana'i residents responded and supported the construction of a permanent Lana'i Education Center facility in proximity to Lana'i City. (See appendix for a summary of the results.)

   b. Results of the survey indicated keen interest in the following Certificate programs: Nursing, and Early Childhood Education from the Human Services program.

      Respondents also requested courses that fulfilled specific requirements for Certificates and Associate degrees in ongoing programs. These courses will be scheduled accordingly.

   c. To bring a new cycle of courses requires that a critical mass of students are willing to commit to the entire series of courses. The Coordinator is charged with maintaining these lists of student and community interests for each potential program.

3. College and Community Recommendations

   a. MCC continues to solicit the advice and support of the Lana'i Community Advisory Committee, a cross-section of the general community, as well as students to determine which programs should continue and which new ones should be offered.

   b. This Lana'i ADP reflects the input and advice of the Lana'i Community Advisory Community as well as college deans, directors, division chairs, program coordinators, faculty, and the provost.

c. Most MCC students enrolled in Fall 1992 classes responded to a needs assessment which supported continuation and expansion of the Lana'i program in several new directions.

VI. LANA'I PRIORITIES

Of the thirteen college-wide priorities identified in the MCC-ADP, certain priorities rank higher with regard to Lana'i than others. These priorities will direct the initiatives and activities of MCC Lana'i over the next six years.

PRIORITY 1: TO IMPROVE THE QUALITY OF INSTRUCTIONAL PROGRAMS AND ACADEMIC SUPPORT SERVICES THROUGHOUT MAUI COUNTY

The College is committed to providing the character of outreach instruction that compares favorably with the quality of instruction offered on campus. While all technical and science-based programs would be prohibitively expensive support, a selective approach to meet community and student needs and interests will be pursued. Expanding curricular comprehensiveness will be supported by strengthening MCC's tri-isle telecommunications infrastructure.

a. The College will strengthen and expand the comprehensiveness of offerings in general education.

1. Daytime Liberal Arts. The feasibility of offering Liberal Arts courses during the day was explored. With the number of hotel employees working the night shift, it is reasonable to assume Lana'i will have a daytime clientele as well.

   With the development of the new Lana'i Education Center and increased lectureship resources, the College will be able to provide greater comprehensiveness in day programming that is needed on Lana'i and to formulate a cycle of day courses leading to the A.A. degree.

2. Humanities in Partnership with the Community. The College plans to offer a spectrum of courses for the purpose of providing leadership for expanding the arts and humanities on Lana'i.

   Other credit and non-credit courses which enhance partnerships with the community and the Lana'i Art Program will be offered.

3. Hawaiiana. A major thrust over the next six years is to diversify and expand the offerings in Hawaiiana, reflecting the interest and need of supporting the hotels and the hospitality industry on the island.

4. SkyBridge A.A. Degree and Manoa Prerequisites. With the advent of programming on Lana'i from the Hawaii Interactive Television System (HITS) and the University of Hawaii Maui Outreach (UH-MO) program, MCC Lana'i faces its greatest challenge: to provide the pre-requisite courses and academic support needed by the HITS and UH-MO programs - without acquiring supplemental resources. A 0.5 position as facilitator of the Manoa and HITS programming was included in the College Biennium request for AY 1993-95, primarily to supervise the facility and its activities Friday evenings and weekends when Manoa classes are held, and to support the College's other telecommunication activities.

   These upper division programs are expected to increase enrollment in MCC classes and usage of the Lana'i facility. The College has developed a sequencing plan so Lana'i students may complete all requirements for the

A.A. degree through SkyBridge or cable TV. Integrated into this plan are the pre-requisite courses needed for HITS and UH-MO programs. This plan also provides transferable courses applicable to Manoa core and for classes which *historically have had the greatest logistical difficulty* being scheduled on Lana'i, e.g. literature, languages, sciences.

5. Computers. The College will seek funds for instructional equipment, supplies, and facilities to expand offerings in computers. Currently students are turned away from computer classes because the number of computers is lacking. The current Center is too small and equipment is out-dated. Computers will also serve to keep Lana'i students and residents abreast of and involved in the super computer installation at the Maui Research & Technology Center.

b. The College will continue offering academic programs responsive to economic and other needs of the community.

1. Business Careers/Sales & Marketing. Responding to requests from the community and students, the College may initiate the A.S. degree in Business Careers. The program will offer a core of business courses and specializations in three areas; small business management, supervision, and sales and marketing. These training areas are particularly needed to aid the Lana'i community toward developing economic stability and self-sufficiency through partnerships between the College and the business community, e.g. Community Development Corporation.

2. Hotel Operations. This program may be recycled. Interest is still very high as the hospitality industry is still in the recruiting phase. Emphasis on management training will meet the requests from Lana'i Resort Partners.

3. Human Services. The College will expand Human Services offerings, meeting needs and interest expressed in the needs assessment survey. This program will also serve the need for developing day care and pre-schools as more residents accept hotel shift work and for providing trained child care professinals for the children of guests.

4. Accounting and Office Administration. Upon an assessment of program demand, the College will continue to offer courses in Accounting and OAT. As increasing numbers support the commencement of cycles leading to the C.A. and A.S. degrees in Accounting and in Office Administration, these programs will be provided.

5. Carpentry Technology. The Carpentry program and related vocational programs could be useful to the economy of Lana'i. While big scale jobs are few, potential and planned developments may open job market for residents. Small jobs for repairs and maintenance are in abundance, mostly from the lack of qualified workers residing on the island. Residents are unable to gain these skills unless they leave the island – or MCC offers the course. Other vocational courses also placed high on the student needs assessment requests, particularly Automotive, Autobody, and Welding.

Presently, using the Lana'i High School lab and the Lana'i Art Program equipment would be the only opportunity for MCC to offer construction classes. These facilities can only be used for MCC classes when the high school and the art program are not in session. A permanent site for a generic vocational lab would be a valuable addition to the Education Center and would stabilize vocational programs and insure quality programming.

6. Food Services. Responding to requests from Lana'i Resort Partners and the community, the College will pursue offering courses supporting the A.S. degree in Food Service. To implement this program the College has *requesting* a 1.0 Food Service position in BI 1993-95 to rotate among all relevant workplace sites including Moloka'i, Lana'i, Hana, Kapalua, Ka'anapali, Kihei, and Wailea. Until funding materializes, this initiative will be placed on hold.

7. Nursing. The statewide nursing shortage threatens Lana'i as well. The interest represented in the Needs Assessment survey indicates that the College needs to support the health care industry and the community interest by evaluating whether a critical mass of students might warrant commencing the Nursing Career Ladder program.

8. Administration of Justice. The College will continue offering selected AJ courses (without initiating a program cycle) over cable TV, SkyBridge, or other cost-effective delivery to meet the needs of police residing permanently or temporarily on Lana'i.

PRIORITY 2: TO DEVELOP AND IMPLEMENT A PLAN FOR THE MAINTENANCE, RENOVATION, AND CONSTRUCTION OF FACILITIES TO MEET THE NEEDS OF THE COLLEGE

As stated earlier, Maui Community College is committed to providing access to postsecondary education on Lana'i and, in this light, is committed to finding a permanent site for its outreach program. When 232 residents responded to a Community Needs Assessment which asked what the most important improvement desired for MCC Lana'i, the most frequent request was for a better facility. These results suggest that residents value the presence of MCC Lana'i and definitely want it to remain a viable part of the community.

a. MCC Lana'i Center. A permanent facility, located near the town square, must be identified and established as soon as possible. The facility should house:

- General Purpose Classrooms: Each room for 15-25 students. One room with long tables and chairs; the other with student desk chairs.
- SkyBridge Classrooms: Each capable of serving 15-25 participants.
- HITS Classroom: Flexibility to house from 7-20 participants.
- Generic Science Lab: With two 10-seat Modular Lab Work stations connected to gas, water, electricity, sewage, and other utilities, teacher's demo bench, and large secured storage-prep room.
- Generic Vocational Lab: With cement floor, portable benches for heavy equipment, large secured storage room and adequate shop utilities including 220V capability and 500 amp service box.
- Business Lab
- Computer Classroom
- Learning lab/library
- Offices, Workstations: 5-8 for Coordinator, Secretary, Instructors, student help, other staff
- Conference Room
- Telecommunications Viewing Room
- Lounge-study space for students
- Storage room: For equipment and supplies.

b. Maintenance and Landscaping Institutional Support. Minor repairs and janitorial services for the Center are currently being provided through the assistance of the

Lana'i Coordinator and student help. Senior volunteers periodically weed and provide yard care around the Center. Only student help are available evenings and on Saturdays to provide security and ensure doors are locked with the Center closes.

A Maintenance/Landscaping/Security student help or contract solution will be explored to vacuum floors, clean bathrooms, maintain landscaping, and make repairs and minor renovations at the Lana'i Center. This individual or student help would work a swing shift from afternoon to evenings and Saturdays, providing security for evening and weekend classes and securing all doors when the Center closes each day.

PRIORITY 3: TO DEVELOP NEW INSTRUCTIONAL PROGRAMS IN RESPONSE TO COMMUNITY NEEDS

To promote economic vitality of the island and to respond to the need for trained workers in growth occupations, the College will develop or act as broker for relevant new programs to meet these needs.

a. Post-Community College Programs. A number of Lana'i students and professionals requested that courses be made available at the baccalaureate level. The College accepted the challenge and supported upper division courses to Lana'i via SkyBridge and HITS. Staff support is necessary in order to provide supervision during Friday nights and Saturdays when UH classes are in session, and to assist with MCC telecommunication programs. Specific areas of BA interest are being identified to guide Outreach implementation priorities. Strengthening the HITS technologies is also being actively pursued.

b. Brokering Other Community College Programs. Cooperation with other community colleges will facilitate demand-based offerings of selected programs that might otherwise not be available to Lana'i residents: the Fire Science program is a current example.

c. Lana'i Initiated Curricula. The Lana'i program is encouraged to propose courses and certificated programs applicable to its clientele for approval through regular College channels including division, curriculum committee, and dean. Currently Lana'i utilizes available MCC curricula and has not modified or initiated new offerings.

d. Needs Assessment of New Programs. A critical mass of community student interest in any particular curriculum will prescribe what may be offered. The Lana'i Coordinator is charged with maintaining a list of residents interested in any higher education program which may be available through or facilitated by MCC.

PRIORITY 4: TO USE NEW TECHNOLOGIES AND LEARNING OPTIONS TO EXPAND ACADEMIC AND SUPPORT SERVICES THROUGHOUT MAUI COUNTY

The geographical isolation of Lana'i from the mainstream of activities on Maui, Oahu, and the Mainland necessitates development and utilization of innovative instructional methods.

a. Library Services. The College will use electronic databases and telecommunications to facilitate a level of library service on Lana'i comparable to that on campus. MCC library service will be made available at the Lana'i Community Library or at the MCC Lana'i Center, whereby students will access reference materials, closed reserve, and other literature available either on Lana'i or through computer linkages with the campus and the University of Hawaii system and beyond.

As student numbers on Lana'i increase, the College will request addtional support positions. Initially, half of a 1.0 Librarian II position will be responsible for developing and coordinating a program of outreach library services and procedures for Moloka'i, Lana'i, and Hana, working with outreach instructors regarding library usage, reference service and other library instructional functions. (The other half of the position will augment on-campus librarian activities.) The second position, a 1.0 Library Assistant IV, will handle forms, sending and receiving books, and other clerical functions: half time will be designated for the outreach program and the other half for campus evening and weekend activities.

The College will additionally request funding for basic library supplies and equipment including books, videos, periodicals, reference items, a dedicated computer, telephone, study carrels, and stacks.

b. Live Cable. The College will explore the feasibility of extending live cable services to Lana'i through new technologies. Improvements to remove the 1-week delay in broadcasting Channel 12 classes from Kahului to Lana'i City will be sought.

c. Telecommunications Support Staff and Facilities. The SkyBridge and cable TV system require additional site support and more student help to assist with the many requests monitoring exams, faxing homework and assignments, overseeing equipment training and usage. Additionally, the Hawaii Interactive Television System (HITS) reaches Lana'i for UH Manoa scheduling. Such expansion has placed an even greater burden on staff support. The College has requested a 0.5 HITS/Telecommunication Instructor to handle telecommunications logistics, manage evening instructional activities, and assist generally with academic support activities including recruitment and registration.

d. Computer-Assisted Instruction. CAI modules will be extended to Lana'i for use in a wide variety of business, vocational, liberal arts, and nursing courses. Expanded networking capacity will also be developed to permit Lana'i students to interact with MCC and other faculty around the University system and beyond.

e. Self-Paced Instruction. The College will achieve cost-effective instruction low-demand areas by expanding the array of self-paced classes. Additional assigned time, supplies, and equipment are needed to support this effort, including computers, videodisc players, computer software, and videotapes. These courses, scheduled for individualization over the course of the MCC-ADP, are applicable to outreach: MATH 100, 140, 205, ENG 9,10,19,21, ACC 27, BUS 55, OFPRO 40, Machine Transcription 81 (formerly TRNSC 35BCD), WPRO 50, FT 216, BLPRT 40, OAT 60, 62.

f. Other Non-Traditional Deliveries. The College will explore initiating a greater

range of academic policies and procedures for granting credit on the basis of other individualized alternatives, including credit-by-exam, independent study, directed studies, and credit for life experiences.

g. Academic Support Equipment. The College will utilize new technologies to enhance communications between sites and ensure that the qualitative level of equipment in outreach is on a par with campus. Also needed is a Macintosh computer to print camera ready brochures, schedules, and catalogues; and a laser printer for professional quality work.

h. Computer Classroom. A classroom of computers are needed for classes in computers, wordprocessing, data processing, typing, and writing expository on wordprocessors.

PRIORITY 5: TO IMPROVE PROGRAMS AND INSTRUCTION IN BASIC ACADEMIC SKILLS AS FOUNDATIONS FOR STUDENT SUCCESS

Underprepared students need strong programs and supportive services to develop basic skills. These programs will assist in student retention by facilitating greater academic success.

a. Math Lab. The College will continue the successful math lab. Plans are to enhance the program with CAI and to broaden the selection of math classes.

b. Self-Paced English. The College will continue to pursue alternative delivery methods whereby the broad spectrum of English classes may be offered every semester on Lana'i. Supplying and equipping a Learning Lab is also a priority.

PRIORITY 6: TO COORDINATE STUDENT SUPPORT SERVICES TO IMPROVE ACADEMIC SUCCESS AND RETENTION

The comprehensive range of student support services offered on the Maui campus through the Office of Student Services will continue to be expanded to Lana'i.

a. Computerized Registration. The recently installed computer interface between the Lana'i and Kahului campuses will accommodate the increasing need for computerized registration and interactive communications between the two sites.

b. Staffing. The Lana'i program eventually needs a 1.0 Student Services Specialist/Instructor, who would provide and coordinate recruitment, financial aids, academic advising, registration, career planning, veterans support, student activities, and commencement exercises -- all of which collectively would serve to positively impact student retention and student success, and enhance the co-curricular mission of Maui Community College on Moloka'i and Lana'i. The concept is that the Student Services Specialist would reside on Moloka'i but would serve Lana'i as well and instruct several classes a year. Serving in this double function the single position will stabilize the instructional program with positions in lieu of lecturers while anchoring the student services component at both Moloka'i and Lana'i.

Until such time that outreach programs are large enough to support their own Student Services position, the College requested from the BI 1993-95 a Student Services position to service all three outreach locations at Moloka'i, Lana'i, and Hana and the evening on-campus program.

Currently most Student Services functions are handled by the Coordinator, who has general knowledge but not specific expertise in student services. Financial aid is handled by the federally funded EOC Community Counselor. A Counselor from campus visits the site about once a month.

PRIORITY 7: TO IDENTIFY AND DEVELOP APPROPRIATE INTERNATIONAL DIMENSIONS TO MCC'S CURRICULA

As needs for a more international perspective grow, the College will play a major role for including international aspects and implications into existing programs.

a. Hawaiian Language and Culture. The successful Hawaiian culture program will be continued and expanded by offering Hawaiian language and a greater variety of culture classes.

b. Japanese Language and Culture. The College has not been able to address the Lana'i student demand for offering credit classes in Japanese language and culture because of the shortage of qualified instructors. The College will pursue these offerings through SkyBridge capabilities.

PRIORITY 8: TO MAINTAIN EFFECTIVE ARTICULATION WITH THE DEPARTMENT OF EDUCATION, OTHER COMMUNITY COLLEGES, AND THE UNIVERSITY OF HAWAII AT MANOA AND HILO

The College is committed to working with the DOE and the units of the University of Hawaii, so that transferring from high school to the community college and then the university is smooth and ensures adequate preparation from one level to the next.

a. Public Relations. Special attention will be given to helping high school students, faculty, and counselors understand and value the associate degree.

b. Baccalaureate. There is a real need to move associate degree students to the next level: the Bachelor's degree. Many good job opportunities are filled by newcomers to the island who have a Bachelor's degree, while local residents are passed over. MCC Lana'i would serve as the bridge between high school graduates and baccalaureate seekers and offer the lower division courses that interface with the UH-Manoa or West Oahu baccalaureate requirements.

PRIORITY 9: TO ESTABLISH PARTNERSHIPS WITH BUSINESS AND GOVERNMENT FOR THE ECONOMIC DEVELOPMENT OF MAUI COUNTY

Maui Community College will work to maintain positive relations and establish cooperative projects and partnerships with the local government and business community. Alliances with the Maui Economic Opportunity - Lana'i Branch, Alu Like, and other community-based development groups will continue to be important. Close communication with the community keeps the College abreast of changing needs and serves to maintain the economic, educational, and social vitality of the entire County. This is especially important on a small island such as Lana'i where there is a strong sense of community.

a. Needs Assessments. A needs assessments was completed in the AY 1992-93. An assessment of community needs for a permanent Education Center as well as student needs for academic programming. These results will help mold and guide College programming throughout this academic development plan cycle. Discussions with community groups and the Lana'i Community Advisory Committee are a continued priority to identify and implement programs which will best serve the residents of Lana'i.

b. Non-Credit Offerings. Community Services non-credit programs will be extended to Lana'i. To deliver such classes, the coordinator will be asked to assist with identification and scheduling of needed courses, recruitment and selection of instructors, procurement of supplies, publicity, and registration including the collection of fees. The non-credit semester would only begin after the credit program has been started.

c. Business Careers. The College will augment credit courses in small business management to encourage entrepreneurship and development of economic self-sufficiency through partnerships with business.

PRIORITY 10: TO MAINTAIN THE VITALITY AND QUALITY OF INSTRUCTION THROUGH RENEWAL AND PROFESSIONAL DEVELOPMENT ACTIVITIES FOR FACULTY AND STAFF

An on-going, systematic program of professional development is particularly critical for a remote community like Lana'i to maintain the vitality and quality of the instructional program.

a. Staff Development Funds. The College will continue and expand the budget for awarding staff development funds to lecturers, staff, and faculty.

b. Interaction between Campus and Center Staff. Strides will be made toward increasing interaction and communication between Lana'i and Kahului faculty and staff through greater usage of SkyBridge meetings and more funding for travel. Activity will focus on orienting new lecturers, holding discussions between personnel of the same discipline, and making class observations.

PRIORITY 11: TO IMPROVE THE ADMINISTRATIVE MANAGEMENT OF THE COLLEGE

The College leadership requires new skills, strategies, and equipment to assure systemic progress toward achieving MCC's goals. Especially at an outreach site such as Lana'i, the Coordinator is more out of touch with the board scope of College activities and decision-making and overall management strategy.

a. Leadership Training. The leadership training project prioritized in MCC-ADP will include the Lana'i Coordinator to enhance Lana'i program planning, budgeting, management evaluation, personnel management and team building.

b. Division Chair Meetings. The College will attempt to again schedule campus division chair meetings in the SkyBridge room so that outreach coordinators may participate.

c. Alternative Delivery Support. The College BI 1993-95 budget request included a 0.5 HITS/Telecommunications position. The courses offered mainly at night and on weekends requires supervision and support to assure quality of delivery. This person will organize and handle telecourse logistics including the administration and transmittal of alternative delivery exams, quizzes, and placement tests. S/he will also assist the coordinator with recruitment, registration, advising, and financial aid activities.

d. Clerical Support. Currently, there is no clerical support. The workload for the Coordinator is too large for a single position without any clerical or account clerk support. As the student enrollment and activities increase, the College will seek a 1.0 Account Clerk position to assist with cashiering, personnel, mail, and other institutional support activities. Until such enrollment increases occur, student help will be utilized.

PRIORITY 12: TO IMPROVE THE FISCAL STABILITY OF THE COLLEGE

Projected State general funds will fall far short of the College's need to move aggressively toward its goals. The College recognizes it must operate cost-effectively and seek external funding.

a. Title III. Federal Title III funding for developing institutions will be sought to initiate outreach centers in remote communities throughout Maui County including Lana'i.

b. Targeted Groups. Federal funds to assist Hawaiians through Alu Like and federal Vocational Education Act funds to meet the needs of targeted groups will be sought to strengthen and enhance the Lana'i program.

PRIORITY 13: TO ESTABLISH OUTREACH CENTERS OFFERING A RANGE OF SERVICES FOR HANA, MOLOKA'I, AND LANA'I

This Lana'i ADP provides details related to this priority.

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